

**Political Problems—Political File, 8/76-1/77**

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**WITHDRAWAL SHEET (PRESIDENTIAL LIBRARIES)**

FORM OF DOCUMENT	CORRESPONDENTS OR TITLE	DATE	RESTRICTION
Letter	Rau (IL) to Jimmy Carter, 2 pp. Re: Voter Registration	9/8/76	C
Note	Forbush (GA) to Maxie Wells, w/attachments, 9 pp. Re: 1976 Political Campaign	10/8/76	C
Letter	Spiegel (D.C.) to Wells (GA), 1 p. Re: Public correspondence	12/7/76	C
Letter	<del>Browder (TX) to Carter, 1 p.</del> Re: <del>1976 Campaign</del> <i>opened 1/28/05</i>	<del>12/15/76</del>	<del>C</del>
Memo	<del>Eizenstat to Carter, 3 pp.</del> Re: <del>Meeting with Southern governors</del> <i>2/10/77</i>	<del>12/17/76</del>	<del>C</del>
Memo	<del>Eizenstat to Carter, 1 p.</del> Re: <del>Meeting on energy</del> <i>9/10/76</i>	<del>12/17/76</del>	<del>C</del>
Memo	Eizenstat to Carter, 1 p. Re: Ambassadorships	12/23/76	C

**FILE LOCATION**

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Political File, 8/76-1/77

**RESTRICTION CODES**

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December 15, 1976

Gov. Carter --

It is important, to me and to you, that you understand some things.

The incident that made Stu, Frank Moore, Carlton, and others permanently mad at me was my insistence on the re-negotiation of Frank's promise to Texas oil contributors that Dave Freeman (and Lee White) would have nothing to do with formulating your energy policy.

The conflicts with Stu and Frank that led to my being fired arose -- in every case -- from my objections to inaccurate or distorted information the campaign was supplying you -- as is happening now in regard to the proposed Northeast Energy Development Corporation.

I did not quit, I was fired. Stu and other campaign people demanded, and Jack agreed (he was upset at me by then because I had been critical of Sorensen's ideas on White House organization), that I be given no transition assignment, no responsibility of any kind. Jack said I could stay and write memos to Stu -- so long as they weren't too critical.

As you could confirm through people like John Whisman, or Bob Hefner, the Oklahoma gas producer who ran Independents for Carter, I did not work as an advocate for any one point of view. Neither did I ever promote myself for any job. I worked constructively, to your political advantage, with industry people in oil, gas, chemicals, railroads, utilities, with labor and agriculture, learning about many political and economic interests, thinking about how they could become positive constituents for the kind of fair and rational energy, transportation, and planning policies you have talked about.

I still have the highest respect for you, and would still like to work for you, to expose you to ideas and information and people. But I can't do it when you are insulated by a staff that competes, not to produce information, but to suppress it.

Yours,  
Joe Branden

AT: maxie walls

**CARTER - MONDALE  
TRANSITION PLANNING GROUP**

P.O. Box 2600  
Washington, D.C. 20013

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MEMORANDUM

TO: President-Elect Jimmy Carter  
FROM: Tom Tatum, Transition *TT*  
SUBJECT: Chicago  
DATE: December 21, 1976

1. President Pro Tem of the City Council, Wilson Frost (black), is the highest ranking elected official until the City Council can meet and elect an Acting Mayor. Then the City Council will set a date for a special election to be held within six months.
2. Preliminary indications are that George Dunn, 62, President of the Cook County Commission and part of the old guard will be elected Acting Mayor. The organization's early favorite for Mayor is Ed Vrdolyak, Alderman from the 10th Ward. Vrdolyak is a bright 38 year old University of Chicago law graduate who "has a face like a chore boy and a heart like a private". Ed Velly is the early leader for Cook County Party Chairman although this one is hard to predict. Kelly is the 47th Ward Committee Chairman. However, I am not counting out Senator Richard M. Daley at this point.
4. Everyone agrees the Party Chairmanship and Mayor will be split this time with the Irish probably keeping the party post and the Eastern European groups taking the Mayor's Office. Neighborhood groups and the black leadership are expected to gain more power.

TT:smh

cc: Hamilton Jordan

If you want more information than is in this memo,  
Tom suggests you call Alex Seith. He says that  
Alex has been Mayor Daley's front man and has  
complete knowledge of the Chicago situation. Most  
important -- you can trust him completely.

Home number: 312/323-1315

# JIMMY CARTER WALTER MONDALE



## Leaders, for a change.

Q

TO: President-Elect Jimmy Carter  
FROM: Tom Tatum, Urban Affairs *T.T.* Advisor  
DATE: December 3, 1976  
SUBJ: National League of Cities Meeting  
Denver, Colorado

1. Councilwoman Phyllis Lamphere of Seattle, Washington, assumed the Presidency of the National League of Cities (NLC). You can count on her strong support. She has a strong history of grassroots political involvement in Seattle and she also served on the campaign's Arts Task Force. She is planning to run for Mayor of Seattle next year and is the favorite to win.
2. Mayor John Rousakis of Savannah was elected 2nd Vice President of the National League of Cities which means he will be President during 1979. I was involved in efforts on his behalf at his request. A compromise was engineered with key black leaders including Mayor Maynard Jackson, which allowed black Councilwoman Jessie Rattley, Newport News, Virginia, to withdraw her bid. However, she will run next year when Phyllis Lamphere completes her term. Mayor Rousakis will give you a reliable representative in the National League of Cities hierarchy. Note: Republican Mayor Tom Moody of Columbus, Ohio is 1st Vice President.
3. The National Conference of Democratic Mayors met on Tuesday, November 30, during the NLC meeting. The nominating committee's request that Mayor Henry Maier remain President for another six months (until the transition is fully completed) was unanimously accepted. (Maier received a standing ovation from the Democratic Mayor's; a rare accolade for a fellow Mayor). The National Conference of Democratic Mayors passed a Resolution calling for the reorganization of the Department of Housing and Urban Development (HUD) and a Resolution calling for the appointment of at least one Mayor to the Cabinet (preferably HUD). Mayor Maier is obviously their choice for the appointment.

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4. No new major urban policy agenda developed at the National League of Cities meeting. However, the following policies were endorsed by the Board and the General Session:
  - a. For Congress and the Administration to approve an additional \$3.5 billion for Title I of the Public Works Employment Act of 1976 (accelerated public works.)
  - b. For you to create a Council of Urban Advisors to develop and implement a coordinated, effective national urban policy.
  - c. Re-enactment of CETA.
  - d. Permanent re-enactment of Countercyclical aid to cities.
  - e. Reform of the welfare system.
  - f. Development of a comprehensive Federal youth program including a \$300 million dollar reauthorization of the Juvenile Justice Act of 1974.
  - g. Re-enactment of the Community Development Block Grant Program in 1977.
  - h. Housing Rehabilitation and Neighborhood Revitalization including anti redlining legislation.
  - i. Adoption of a National Energy Policy.
  - j. A national reassessment of crime including the establishment of a Presidential Commission.
5. A move to call for the decriminalization of all drugs, including heroin, was voted down on the floor of the General meeting. A move to repeal NLC's policy that calls for the mandatory registration of all handguns failed.
6. Early warning signs are everywhere, that the growing unrest in city police forces is serious. Expect major labor problems with both union and non-union police forces. The L.E.A.A. is not working well either. Bill Drake who is NLC's expert in L.E.A.A. and Criminal Justice should be involved in any restructuring of L.E.A.A.
7. Boston will probably be the next major city to have a serious fiscal crises (by mid-summer.) Mayor Kevin White, has failed to deal with patronage abuses at every level of the municipal work force. Property taxes are at an unacceptable long-term level. The Hilton Hotel closed this week.
8. Mayor John Poelker of St. Louis who played a key role in the Missouri Campaign will probably not run for re-election

next year.

9. After the NLC meeting, it is clear that Mayor Maier is your best choice for Secretary of HUD. He is an excellent administrator-organizer and has strong broad based support among the Democratic Mayors. It is my opinion that appointing a black to this position would be the wrong signal to the urban ethnic and neighborhood groups and an academic cannot cut it politically with the big cities and their Mayors at this point in time.
10. Note: I recently returned from Mexico and I am concerned about what I saw and felt. My Peace Corps experience and extensive travel throughout the developing world tells me unless economic gains are better distributed, serious instability lies ahead in the short term.

P.S. Thank you for your letter  
and I stand ready to  
serve when called again.  
Tom Tatum



**Jimmy Carter**  
**Plains, Georgia 31780**

8-26-76

To Jim McMullin

It is crucial to our nation that we retain strong and able government shipyards. Historically - at least in recent years - the navy yards have been required to accept every necessary job including those with very high overhead, and have had very few new ship construction projects where efficiency is more likely to be high.

Private shipyards can pick and choose the best contracts and have

**Jimmy Carter**  
**Plains, Georgia 31780**

usually wound up with  
the new ship contracts.

Excessive cost overruns  
claims have been made  
by some private ship-  
yards, in my opinion,  
and Litton Industries  
has even threatened  
to stop construction unless  
their demands are met.

For the security of  
our nation, we need to  
continue a strong ship-  
building program, using  
the facilities of both  
government and private.

**Jimmy Carter**  
Plains, Georgia 31780

ship yards, and allow  
individual contracts  
where most efficiency  
can be obtained.

If we had to do  
without the services of  
either type of yard  
would cost our nation  
both in security and  
in costs to the taxpayer.

Let me continue  
have your advice and  
support.

Sincerely,  
Jimmy Carter

Must be  
mailed

Today

J Done  
GS

919  
484 - 8317

(Tc)

MEMORANDUM

TO: Governor Carter  
THROUGH: Stu Eizenstat  
FROM: Al Stern  
DATE: August 25, 1976  
RE: Jim McMullin, President of a Government Shipyards Union  
Local in New Jersey

Jim McMullin of Philadelphia Naval Shipyard threw his support behind Senator Mondale and yourself, now learns that you favor building Navy ships in private yards.

He faces loss of influence, we face loss of votes.

In the Mobile (Ala.) Register, Philip W. Smith on July 27 quoted you as having said on July 26 at Plains (defense briefing) that building ships in government yards would cost the taxpayer more in the long run. (This was in the context of cost overruns by private yards like Litton).

If this is your position, I recommend high-level contact with McMullin as soon as possible, stating your position on re-employment rights, etc. McMullin can waffle no longer than his Executive Board meeting, September 1.

AS:dan

Jim McMullin  
President, Local #3  
International Federation of Professional  
and Technical Engineers  
73 Princeton Avenue  
Gloucester, N.J. 08030  
609/456-8749 (home)  
215/755-4721 (office)



Mobile (Ala.) Press Register

by Philip W. Smith, Mobile Register Bureau

Plains, Ga. July 27, 1976.

Presidential candidate Jimmy Carter said Monday he would "do everything I could" to continue using private shipyards for construction of Navy ships, in spite of huge cost overruns in major ship construction programs. Carter said he beleived that building ships in government-owned shipyards "would cost the taxpayer more in the long run." Four major shipbuilding companies currently have claims totalling 1.7 million against the Navy for costs escalating on a total of seventy ships now under construction. One of the companies, Litton Industries, has threatened to stop construction on five amphibious assault ships unless additional payments totalling 504.8 million are approved by the Navy. Deputy Secretary of Defense William Clements has said that the Defense Department has "no intention of allowing ship construction to stop."

**Jimmy Carter**  
Plains, Georgia 31780

11-15-76

To Maxine

Please keep the Depot  
books current daily &  
submit to Greg  
Schneiders each Friday  
so he can give me a  
report.

This is important.

Jimmy

Priority  
PRECEDENCE

Unclas  
CLASSIFICATION

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FROM: Maxie Wells, Plains  
TO: Joanne Hurley  
Policy Analysis Cluster  
Transition Group  
HEW Building  
Washington, D. C.  
INFO:

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SPECIAL INSTRUCTIONS:

# JIMMY CARTER WALTER MONDALE



## Leaders, for a change.

Joanne --

Mr. Bill Anderson works for a computer service and has volunteered to use his computers to send the attached thank you letter for us. He has been working with someone at the transition office, but I can't remember who.

He sent a draft down for JC's approval, and Gov. Carter changed it a great deal. This process has taken over a week, and I know Mr. Anderson is anxious to get started producing the letters.

I hate to bother you with a detail like this, but I was anxious to get this back to Mr. Anderson ASAP, and you're about the only reliable person I trust up there. Would you have someone call Anderson at 333-3938 or 333-0972 as soon as you get this and have him come pick it up? Thanks.

*M. A. F.*

Dear ---:

After 22 long months the campaign is over and I have been elected President. But, I won the election only because thousands of Americans felt as I did, that it was time for a change in Washington.

We succeeded because we believed in a cause: that the United States can do better than it has these last eight years.

This is why your personal contribution has meant so much to me, to the outcome of the election and to the different approach to government we will have.

In a short time, I will take office. During this transition period, I will once again count on your ideas and support.

Your tireless dedication, your interest in the affairs of our country, the fact that you cared enough to work for what you believe is right have brought success to our effort. For this, I want to thank you. I am proud to have had you as a member of our team and I look forward to working with you.

Sincerely,

Jimmy Carter

## A SUGGESTED CARTER ADMINISTRATION AGENDA

This memorandum and the accompanying flow chart suggest a strategy for leadership during the crucial first few months of the Carter Administration. These materials have been prepared, not with the intention of providing a master plan of Presidential actions during the first few months, but rather with the objective of serving as a working paper, combining preliminary substantive and political judgments as to the nature, timing and emphasis of Administration activities that are suggested for implementation during the first six months, and especially the first three months, when initial judgments will be made by the press, the public and the Congress about the leadership of the Carter Presidency. Both the chart and this paper incorporate recommendations from the December 10th Caddell working paper on political strategy.

In large measure, the tone of the Carter Administration has already been set. However, upon his inauguration, the President as the nation's Constitutional and political leader assumes the following new roles:

- (1) The President as Chief Executive Officer in the management of domestic related executive departments and agencies.
- (2) The President as Commander in Chief in charge of the nation's security.
- (3) The President as chief negotiator responsible for the nation's foreign policy.
- (4) The President as Chief Elected Officer under our federal system in relations with the Congress and with state and local government and interest groups.
- (5) The President as party leader.

The following agenda reflects proposed actions by the President in each of these roles.

Events and activities suggested in the early months are intended to reinforce and build upon successful themes established in the campaign and during the transition. The intent is to convey a clear impression that the President and his Cabinet will provide a leadership with well-defined priorities



which are designed to carry out the President's campaign commitments in an orderly and efficient fashion.

On a preliminary basis, five themes of the Carter Administration are suggested for initial emphasis. On the basis of more detailed information and analysis, some of these themes might be dropped and others added. For purposes of this agenda, the themes stressed are as follows:

- (1) Carter as a President who will unify the country, healing past divisions, so that we can get on with meeting the problems of the future, rather than debating those of the past.
- (2) Carter as an outsider who intends to shake things up in Washington, through government reorganization, conflict of interest rules and other reforms.
- (3) Carter as a leader who is close to the people, who cares about their problems and is determined to give them a government that is courteous, compassionate, helpful and cares about human needs.
- (4) Carter as a President who knows how to manage the federal bureaucracy, to make it work efficiently and without waste.
- (5) Carter as a President who can restore trust by his openness and candor and by his commitment to preventing abuses of the past.
- (6) Carter as a leader who is energetic and effective working to solve national problems, such as the recession, inflation, energy and international problems such as arms control.

Several additional assumptions have been made in preparing this agenda. The first relates to the economic outlook and resulting impact on the budget. Recommendations offered below are made with the assumption that severe budgetary pressures continuing at least through fiscal 1977 and 1978 will permit little, if any, overall increase in current policy expenditures for actions not directly tied to the recovery. Reform oriented proposals are therefore given priority, and emphasis is placed on the initiation of

long-term planning for those campaign commitments that would have major budgetary impacts.

Secondly, it is assumed that planning for subcabinet appointments strategy, White House staffing and planning for reorganization of the Executive Office of the President will be largely completed by the last week of December, with subsequent announcement during early January.

Finally, in accordance with Pat Caddell's suggestions on White House organization, it is assumed that for every major item on the President's agenda, a White House mechanism will be established for coordinated planning among political, issues, press and administrative staff so that actions are thoroughly assessed, substantively and politically, appropriate political bases are touched and presentation is designed for maximum clarity and effectiveness.

As is evident, the flow chart presents only those activities suggested for the pre-inaugural period and the first three months of the Carter Administration. The period beginning in March through September is treated in broad outline form in the following agenda.

## AN AGENDA FOR THE FIRST SIX MONTHS

The following suggested actions are presented in conjunction with the accompanying flow chart. The flow chart is organized chronologically and by broad subject category. This paper presents and, where appropriate, explains those actions by subject category with the range of dates of suggested actions set forth within each category.

### I. Special Events

#### A. The Inaugural Address

1. Preparation for the Address (Dec. 27 - Jan. 19)
2. The Address (Jan. 20)

It is suggested that the President's Inaugural Address include reference to the following:

- (a) The kind of leadership the American people can expect from the Carter Administration:

- Openness in government
- A new era of cooperation between Congress and the Executive Branch, and a new, respectful partnership with state and local governments.
- A new era of candor and trust in which the nation's problems will be frankly assessed and discussed and in which mistakes will be admitted and corrected.

- (b) Domestic goals:

- Compassionate concern for the less fortunate.
- Efficient government which relates to people's concerns.
- Sustained, long-term economic growth in the private sector.

## (c) Foreign policy:

- Broad conceptual outlines of the Administration's foreign policy, stressing continuity in matters of global security and innovation with respect to international economic and North-South problems.

## (d) Making the federal government a place where people are proud to work:

- An end to official lawlessness.
- Making government service attractive to bright, young, honest people.

B. Presidential Trips

It is suggested that the President travel across the U.S. in mid-March. The purpose of the trip would be to demonstrate concern for the impact of government across the country and gain support for Presidentially announced budget and economic programs. Highlights of the trip might include:

- (a) Meetings with Governors and Mayors in the Northeast, South, Midwest and West.
- (b) Privately held discussions to obtain views of lower level federal field personnel on how to improve responsiveness of federal bureaucracies.
- (c) A confidential talk with ordinary citizens who deal regularly with the federal government on how to improve the quality and efficiency of services.

It is also suggested that there be an early Presidential initiative sending members of the Cabinet into the field to learn, first-hand, citizen frustration in dealing with federal agencies. Obviously, the sooner this is done, the less likely it is that incoming officials will share blame for problems that are uncovered.

Field representatives of federal agencies should be questioned to find out what Washington can do to help assure that problems are handled more efficiently.

#### Agenda

1. Announcement (Wk. of Feb. 6)
2. Planning (Feb. 6 - Mar. 5)
3. Cabinet meeting discussion (Wk. of Feb. 27)
4. Announcement of Cabinet field trips (Wk. of Mar. 6)
5. Presidential travel to West, Midwest, South and Northeast states (Mar. 6-19)
6. Regional press conferences (Mar. 6-19)
7. Cabinet meeting discussions: Responsiveness to citizen complaints; federal-state cooperation (Wk. of Mar. 13)
8. Fireside chat (Mar. 18 or 19)
9. Press conference on actions to make the federal government more responsiveness (Wk. of Mar. 20)
10. Begin series of Cabinet field trips (Mar. 20-26)

(An alternative method to achieve much the same result as the proposed trips might include periodic, open "town meetings" with 500-600 citizens, where the President would respond to questions. An alternative to the field meetings with civil servants might be to schedule similar meetings in Washington.)

In addition, the trip might include:

- (a) Special emphasis in discussions with Western states' officials of federal-state energy relations and a possible call for adoption of strip mining legislation.

- (b) Possible announcement in the Midwest of a modest increase in agricultural price supports or other proposals for the Carter farm program.

With farm prices continuing to fall, it would be helpful to demonstrate, at least symbolically, the new Administration's concern for the plight of the farmer. A modest increase in price supports for the 1977 marketing year could be granted, coupled with simultaneous announcement of the Administration's intention to begin work immediately on the preparation of a comprehensive food policy. Elements of that policy would include studies to determine where the 1978 loan levels should be set and how best to handle the reserves problem. Such action could be taken with minimal budgetary effect.

- (c) Announcement of environmental initiatives of stepping up wild and scenic rivers protection at an appropriate river during the trip.

Environmental groups will be looking for early evidence of a Carter commitment to a strong environmental program. One of the least controversial ways of demonstrating such commitment would be to approve three or four wild and scenic river studies (following consultation with affected members of Congress) that are now completed or nearly completed. Selected studies would be sent to the Congress with a recommendation that affected rivers be placed in the federally-protected system. Since both authorizing and appropriating legislation must be approved and a final management plan prepared before any significant expenditure begins, the near-term cost would be slight. . . and even the long-term cost relatively modest, with the bulk of the cost a one-time expense.



## II. The Party

### A. The Democratic National Committee

1. Preparation of DNC proposals -- 1978 election strategy (Jan. 2-8)
2. DNC meeting or reception (Jan. 21)

The DNC will meet on January 21 to elect a new Chairman. It is suggested that the President or Vice President attend that meeting to emphasize the importance of strengthening the party. If the President does not attend, the new Chairman might be invited to the White House on the afternoon of January 21 for a reception.

A direct and continuing Presidential interest in the Democratic National Party organization would be of great importance to the countless individuals who make the party work across the country.

At the present time, the DNC office has little staff and only a few ongoing programs. (State parties are in even worse shape!)

It is recommended that there be designated a small, informal group to make recommendations to the President for presentation of his vision of the role of the party organization at the January 21 meeting of the DNC. Among suggestions that might be explored are the following: Party organization with respect to program development and other services; initiation now of a fulltime, on-going voter participation program; additional outreach efforts; and efforts to draw certain Democratic party constituent groups (i.e., parts of organized labor) who have withdrawn from active and direct party involvement over the last two years.

### III. Diplomatic and National Defense

1. Preparation of Diplomatic/Defense Agenda (Dec. 26 - Jan. 8)
2. Congressional Foreign Policy Seminar (Wk. of Jan. 9)

The Seminars would cover a range of issues but might highlight the more controversial issues in the context of working with the Congress, SALT, Panama, Greece/Turkey and International economic problems.

3. Announcement of a high level review of SALT (Wk. of Jan. 21)

This might be coupled with the sending of an emissary to Moscow to get the Soviets' views first hand. This would help dramatize the high priority attached to arms control and disarmament issues, as repeatedly expressed during the campaign.

4. Announcement of a study of NATO issues (Wk. of Jan. 23)

5. Appointment of Cyprus emissary (Wk. of Jan. 23)

Emissary to meet with Greek and Turkish leadership on the Cyprus crisis.

6. Announcement of Vice Presidential foreign trip (Wk. of Jan. 30), with the primary purpose as a fact-finding mission in advance of International Economic Summit.

Possibly to Europe, Japan and Korea.  
(Note: This might be done in two stages -- Bonn, Paris, and London during the last week of January, with a separate trip to the Far East in February -- and be followed by de-briefing by the President).

7. Naming of a new Panama Canal negotiator (Wk. of Jan. 30)

8. Meetings with Pierre Trudeau of Canada and Lopez Portillo of Mexico (Wk. of Feb. 6)
9. Begin meetings with representatives of Europe, Japan and Middle East countries (Feb. 15 - Mar. 5)

From mid-February and extending into March, it is suggested that there be visits with representatives of Germany, France, England, Japan, Israel and the Arab nations.

10. Working session on SALT (Wk. of Feb. 15)
11. Announcement of trip by the Secretary of State to the Middle East (Wk. of Feb. 27)
12. Announcement of Presidential speech to the U.N. (Wk. of Mar. 6)

It is suggested that the U.N. speech include: Discussion of strategic arms limitations efforts; the launching of nuclear non-proliferation initiatives; a proposal for an international North-South initiative.

13. Preparation of U.N. speech (Mar. 13-26)
14. Formal beginning of SALT negotiations (Wk. of Mar. 13)
15. Cabinet meeting discussions of U.N. speech (Wk. of Mar. 20)
16. Presidential address to the United Nations (Wk. of Mar. 27)
17. Foreign policy initiatives after April 1:
  - (a) International Economic Summit: Early action is suggested to prepare a substantive agenda for an economic summit meeting. Its objective would be to produce coordinated policies for the world-wide economic recovery, and to

provide an international arena to press for action on the President's principal domestic concern.

- (b) Presidential "fireside chat" following Economic Summit.
- (c) Possible visit to the U.S. by representative of the People's Republic of China.
- (d) Late September, early October Soviet summit meeting with possible announcement of a SALT agreement.

IV. Budget

1. Budget working sessions (Jan. 2 - Feb. 12)
2. Announcement of zero-base budgeting (Wk. of Jan. 16)

This would include a directive to appropriate executive branch officials to prepare plans for zero-base budgeting and necessary legislative authority for submission to Congress, including the preparation of a "Sunset" bill.

3. Meeting with Congressional budget leaders (Wk. of Feb. 6)
4. Cabinet meeting discussion of budget (Wk. of Feb. 15)
5. Final working session on budget (Wk. of Feb. 15)
6. Meeting with constituent group leaders on the budget (Wk. of Feb. 15)
7. Submission of budget reform proposals to Congress (zero-base budgeting and Sunset legislation) (Wk. of Feb. 15)
8. Announcement of and fireside chat on budget and budget reform (Wk. of Feb. 20)

## V. The Economy

1. Announcement of economic team working on recovery and inflation (Wk. of Dec. 26)
2. Economic working sessions (Jan. 2-15)
3. Announcement of the appointment of a task force to review Viet Nam veterans' unemployment problems (Wk. of Jan. 9)

It is suggested that a Viet Nam veterans' unemployment proposal be announced the week of January 21 prior to the pardon of draft evaders.

4. Congressional seminar on economic policy (Jan. 16-18)

This would be similar to the Congressional Foreign Policy Seminar and cover the state of the economy, solutions to the problems of inflation and unemployment and seek recommendations on the elements of an economic stimulation package.

5. Meetings with business and labor experts on the economy (Jan. 21-25)

The Congressional seminar on the economy and the meetings with business and labor experts would involve a three or four day series of working meetings with Cabinet officers, economic advisers, business and labor leaders, members of Congress and, perhaps, Governors and Mayors -- focusing on the recovery and cooperation in fighting inflation.

6. Announcement of anti-inflation proposals (Jan. 21-25)

This would be an announcement of inflation-fighting actions of the Council on Wage and Price Stability and a possible request to Congress for legislation requiring prior notification of major price increases and providing authority to delay proposed price increases for 30 days or more.



7. Final review of economic stimulus package  
(Jan. 24-29)
8. Carter address to joint session of Congress  
(Wk. of Jan. 30)

About February 1, it is proposed that President Carter address a joint session of Congress, reporting on the state of the nation as he sees it. The address should candidly assess the country's economic problems, highlighting the economic stimulus package. In addition, the message could outline the new Administration's long and short term legislative program which is set forth in the next major section of this memorandum.

9. Signing of the President's economic package in the President's room of the Senate (Wk. of Mar. 27)
10. Press conference following signing of economic package (Wk. of Mar. 27)

[illegible]

## VI. Legislative Agenda

It is suggested that effective executive leadership be demonstrated through a series of early legislative victories projecting the image of a "can-do" President who has taken charge in Washington. As a corollary to this, the new Administration cannot afford any major early legislative defeats. With this in mind, the new Administration's legislative agenda should be carefully thought through in an effort to maximize a public image that a President without previous Washington experience has successfully demonstrated, early on, that he can achieve major executive and program reforms and begin a process which, over the next four years, will result in the enactment of long overdue legislation.

At the same time, the new Administration should build on its already successful image that effective leadership requires a team effort with Congressional participation in the development of legislative initiatives as well as partnership in the enactment of his legislative programs.

The Carter Administration should develop an agenda which, in the short run, is reform oriented, but this should be coupled with a meticulous planning process for more substantive unfinished business, looking toward the enactment of major legislative programs in two or three years.

That planning process should involve the establishment of working groups (not study commissions) of representatives in Congress, the Cabinet and executive agencies, the White House and perhaps outside experts to develop packages of legislation. This should be coupled with a public relations effort for each such package, perhaps including Congressional hearings designed to build a consensus for the final proposal.

In putting a legislative agenda together, the White House should develop an inventory of the unfinished business of all Congressional legislative committees and match that inventory with Carter campaign commitments in an effort to develop priorities and a realistic timetable.

It is essential to build upon the good Congressional relations established thus far. Three suggested initiatives might be:

- Publicized but not open meetings (including working breakfasts and luncheons) with Cabinet and subcabinet officials, committee chairmen and subcommittee chairmen and younger Members to discuss the development and implementation of specific legislative proposals.
- Particular attention to the class of 1978 by inviting its members from time to time to White House Congressional leadership meetings, giving individual members credit back home for legislative accomplishments in which they have played a part.
- A proposal that members of the Cabinet appear on the Senate and House floors for questioning by the members. The State of the Union message might suggest this proposal, if acceptable to the Congress.

#### Agenda

1. Preparation of legislative agenda (Jan. 2-15)
2. Cabinet meeting discussion of legislative agenda and of the address to joint session of Congress (Wk. of Jan. 21)
3. Final review of legislative agenda (Jan. 21-29)
4. Carter address to joint session of Congress (Wk. of Jan. 30)
5. Finalization and submission of legislative proposals (Feb. 6 - Mar. 5)

The preparation of a comprehensive legislative agenda for later announcement in an address to a joint session of Congress would include the following:

#### Initial emphasis -- the first six months.

- An economic stimulation package.
- An executive reorganization and budget reform legislative package, including proposals for zero-base budgeting, sunset legislation and executive reorganization authority.

- Carter budget proposals.
- Near term farm, environmental, senior citizens and other proposals.

Near term goals with possible two-year completion date:

- Tax reform.
- An energy policy and consolidation of energy programs.
- A comprehensive program to protect the environment and to consolidate environmental programs.

Longer term goals with possible 3-4 year completion date:

- Welfare reform
- National health insurance with phased implementation
- A new National Youth Opportunity Program.

A National Youth Opportunity Program might be developed along the lines proposed by Peter B. Edelman, Director of the New York State Division of Youth, in a paper entitled "Responding to Youth Unemployment: Toward a National Program for Youth Initiatives." Such a program would have three components focusing on jobs creation: first, an Opportunities in Private Enterprise program providing apprenticeships in small businesses and internships in large corporations; second, a National Youth Service component to support projects operated by state or local governments and other non-profit agencies; and third, a Program of National Priorities, subsidizing federal agencies' employment and training of youth in the skills, knowledge, and techniques associated with the accomplishment of major public objectives. A

fourth component, a Comprehensive Work-Study program, would offer a reformed vehicle for schools and colleges to provide students with practical off-campus working experience, integrating work and classroom activities, and also reaching young people who have dropped out of school.

## VII. Reform (Legislation)

### A. Regulatory Reform

1. Appointment of a task force on regulatory reform (Wk. of Jan. 2)
2. Cabinet meeting discussion of regulatory reform proposals (Wk. of Feb. 20)
3. Working sessions on regulatory reform (Wk. of Feb. 27)
4. Submission of regulatory reform legislation (Wk. of Mar. 27)

An initial regulatory reform proposal should be a demonstration of a more comprehensive package to be presented at a later time. It might focus particularly on transportation related regulatory agencies, such as CAB, FAA and ICC and be coordinated with the development of an overall transportation policy.

### B. Tax Reform

Announcement of the beginning of tax reform study by Treasury Department (Wk. of Jan. 9)

### C. Health Insurance and Welfare/Jobs

1. Mandate to HEW to begin health insurance and welfare/jobs reform planning (Wk. of Jan. 2)
2. Cabinet meeting discussions of health insurance and welfare reform (Wk. of Mar. 6)
3. Working sessions on health insurance and welfare reform (Wk. of Mar. 13)

### D. Watergate and Election Reform Proposals

1. Cabinet meeting discussions on Watergate and election reform (Wk. of Feb. 6)



2. Meeting with Congressional leadership on Watergate reform (Wk. of Feb. 6)
3. Submission of Watergate reform proposals to the Congress (Wk. of Feb. 15)
4. Meeting with election reform experts (Wk. of Feb. 20)
5. Submission of election reform proposals to the Congress (Wk. of Mar. 20)

E. Congressional Question Hour

1. Meeting with Congressional leadership on question hour proposal (Wk. of Feb. 6)
2. Cabinet meeting discussion on question hour proposal (Wk. of Feb. 20)
3. Submission of question hour proposal to Congress (Wk. of Feb. 27)

# VIII. Reorganization (Legislation)

## A. Executive Reorganization Authority

1. Cabinet meeting discussion of the executive reorganization (Wk. of Jan. 9)
2. Announcement of formal working group on executive reorganization authority (Wk. of Jan. 9)
3. Announcement of appointments not to be filled pending reorganization (Wk. of Jan. 16)
4. Meeting with Senator Ribicoff and Representative Brooks on reorganization authority (Wk. of Jan. 30)
5. Cabinet meeting discussion on executive reorganization (Wk. of Jan. 30)
6. Announcement of agreement with Ribicoff and Brooks on reorganization authority (Wk. of Jan. 30)
7. Submission of general reorganization authority bill to the Congress (Wk. of Feb. 6)

## B. Energy Reorganization

1. Cabinet meeting discussion of energy reorganization (Wk. of Jan. 30)
2. Creation of formal working task force on energy reorganization (Wk. of Jan. 9)
3. Working session on energy reorganization (Wk. of Feb. 15)
4. Meeting with Congressional leaders on energy reorganization (Wk. of Feb. 20)
5. Submission of energy reorganization proposal to the Congress (Wk. of Feb. 27)
6. Press conference -- energy reorganization (Wk. of Feb. 27)

## IX. Miscellaneous (Legislation)

### A. Acceleration of Federal Housing Programs

#### 1. Announcement of acceleration (Wk. of Jan. 23)

Action could be tied to plight of cities, by inclusion of representatives of the National League of Cities and the U.S. Conference of Mayors in the announcement ceremony.

Announcement might combine commitment to speed up the obligation of currently available housing assistance funds, with an indication of intention to seek additional funding authority in connection with future budget proposals.

### B. Minority Group Activities

#### 1. Meeting with minority representatives (Wk. of Jan. 23)

Meeting might focus on concern for minorities in connection with recession.

Other possible subjects for discussion include recommendations for action on strengthening enforcement of agencies charged with fighting discrimination, including suggestions on overhaul of the Equal Employment Opportunities Commission.

### C. Senior Citizens Initiative

#### 1. Meeting with senior citizens' representatives (Wk. of Jan. 30)

The purpose of the meeting would be to signal the President's intention of proposing a special message to Congress on seniors' issues, and to allow appropriation seniors' leaders to share in the credit.

2. Submission of senior citizens' message to Congress (Wk. of Feb. 6). The message should highlight:
  - (a) Solutions to the short term financial crisis in social security.
  - (b) Appointment of a Social Security Advisory Committee (a two-year committee required by law) to consider long-range problems, the interface with the Social Security Administration of tax reform, welfare reform and health insurance proposals, and other problems, including the treatment of women.
  - (c) Possible proposal for freeze on Part B premiums and deductibles under Medicare.
  - (d) Commitment to an expanded senior citizens' housing program.

D. Agricultural Proposals

1. Meeting with Secretary of Agriculture and farm leadership to discuss the near term agricultural outlook (possible announcement of increase in price supports) and long term legislative planning, emphasizing need for cooperation in achieving realistic and workable farm program (Wk. of Feb. 6)
2. Possible announcement of increase in price supports during Presidential trip to Midwest, or announcement of decision on other aspect of Carter farm program (Wk. of Mar. 6)

E. Initiative on Revitalization of Action/Peace Corps.

1. Meeting with church, voluntary and youth organization leaders to set the stage for Administration bill to revitalize Action and the Peace Corps (Wk. of Feb. 13)
2. Submission of Action/Peace Corps proposal to Congress (Wk. of Feb. 20)

F. Consumer Meeting

1. Meeting with consumer leaders to express desire for active pro-consumer administration (Wk. of Feb. 20)

The Administration might announce its support backing of Consumer Protection Agency bill during the meeting.

G. Strip Mining

1. Private consultation with Congressional leadership on strip mining, indicating intention of pledging support or introducing separate Administration strip mining legislation (Wk. of Feb. 27)
2. Possible announcement in West of Administration advocacy of strip mining measure as part of President's cross country trip (Wk. of Mar. 6)

H. Environment/Rivers Protection

1. Consultation with the Secretary of Interior and affected Members of Congress regarding intention of proposing wild and scenic rivers protection for selected rivers (Wk. of Feb. 27)
2. Presidential announcement at river site during cross country tour of protection of additional wild and scenic rivers (Wk. of Mar. 6)

I. Federal-State Energy Cooperation

1. Announcement in connection with trip to Western states of agreement on improved mechanism for federal-state energy cooperation (Wk. of Mar. 6)

J. Submission of Any Legislative Follow-Up from Trip

1. Wild and scenic rivers proposals (Apr. - June)
2. Possible strip mining bill (Apr. - June)
3. Possible farm legislation (Apr. - June)

## X. Appointments

### A. Executive Branch

Subcabinet appointments would be announced in the last week in December and the first two weeks in January.

A number of key Subcabinet appointments could be announced jointly by the President and the Secretary designate to link nominees with substantive commitments (such as tax reform or health insurance planning) to provide a reaffirmation of prior commitments and a sense of movement toward solving national problems.

It would also be helpful to announce simultaneously, appointments of appropriate individuals in separate departments and agencies who will be concerned with the same national problem (international economic issues, energy policy or manpower/welfare policy) to underscore a new emphasis on coordination and efficiency.

Appointments should, to the extent possible, be batched to reflect affirmative action goals and diversity of regional and professional backgrounds.

In addition, appointments should be emphasized which are both politically and substantively advantageous; for example, the appointment of teachers to key education-related posts.

### B. White House

White House appointments are concentrated in the first two weeks in January.

It is suggested that emphasis in the announcements be placed upon the reduction in White House staff, the elimination of unneeded functions in the Executive Office of the President, and reorganization as premitted by law. The heightened role of the Cabinet should be underscored.

Special emphasis should be attached to the announcement of the closing of the Office of Telecommunications Policy, both as a means of eliminating waste in the White House and, equally important, as a means of expressing the Carter Administration's Commitment to a free and vigorous media, unintimidated by government pressure.



## XI. Cabinet Meetings

### A. Pre-Inaugural

Two meetings are suggested for the pre-inaugural period, the first, highlighting the Cabinet's role in preparation of the Administration's legislative agenda, and the second, spotlighting the formal initiation of executive reorganization activities.

### B. Post-Inaugural

Following the inauguration, weekly Cabinet meetings are proposed, each devoting priority to one or more issues. Where appropriate, Cabinet review of legislative and other proposals would take place before finalization and announcement, and the Cabinet would discuss other proposed Presidential actions and initiatives as they are developed and implemented. Such discussions might include meetings between relevant Cabinet members, agency heads and members of Congress. Such actions could help to further demonstrate the President's commitment to a meaningful role for the Cabinet in major decisions of his Administration.

Topics of specific Cabinet meetings are discussed above by subject heading.

## XII. Press and Public Relations

### A. Pre-Inaugural

While no specific topics are suggested for formal press conferences in the pre-inaugural period, it is assumed that the pattern thus far established of frequent question and answer sessions with the press will be continued.

### B. Post-Inaugural

Subjects are suggested for frequent press conferences and fireside chats following the inauguration. Fireside chats are recommended in connection with submission of the budget proposals, where there is potential for misinterpretation in the press, and where the President himself might want to emphasize relationships among program proposals -- for example, the connection between the President's budget revisions and budgetary reform proposals (zero-base budgeting and sunset laws). A second fireside chat is recommended upon the President's return from the cross country trip(s) so that he might personally explain the goal of maintaining close contact with the people and making government more responsive to state, local and individual problems.

In connection with the cross country trip(s), it is also recommended that the President hold regional press conferences to underscore the sense of openness and accessibility.

### XIII. Other Executive Actions

#### A. Pre-Inaugural

1. Announcement of conflict-of-interest rules for Executive branch appointees (last week of December)
2. Begin formal review of Judicial selection process (Jan. 2)
3. Announce role of Mrs. Carter and Mrs. Mondale (Wk. of Jan. 2)
4. Announcement of cutting down on the use of limousines by Executive Branch employees (Wk. of Jan. 9)
5. Announce establishment of Judicial selection process (Wk. of Jan. 16)

#### B. Post-Inaugural

##### 1. The Pardon

The first week following the inauguration is the time established during the campaign for the pardon. It is suggested that the pardon be issued following prior announcement of a Vietnam veterans' program, possibly an employment related initiative to incorporate in the economic stimulus package. As part of the pardon message, the President might then refer back to the Vietnam veterans' proposal, stating his deep personal feelings that those who served during the war deserve to be honored and given every opportunity to achieve their employment and other goals in civilian life.

##### 2. Cabinet Field Trip

Either as part of the President's cross country trip(s) or shortly thereafter, it is suggested that he make an announcement regarding his intention of sending Cabinet members out to field offices and to citizen meetings as often as possible.

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CARE EDNA LANGFORD 5 SEQUOYAH  
CALHOUN GA 30701

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SUSPECTED DUPLICATE

DURING THE CAMPAIGN BLACK DEPUTY STATE COORDINATORS EXPRESSED A NUMBER OF CONCERNS REGARDING THEIR ROLES IN THE CAMPAIGN. WE VOICED A NUMBER OF COMPLAINTS REGARDING OUR EXCLUSIONS FROM THE DECISION MAKING PROGRESS OF THE CAMPAIGN. OBVIOUSLY OUR CONCERNS FAILED TO REACH YOU, HAVING UNSUCCESSFULLY EXHAUSTED VARIOUS COMMUNICATION CHANNELS WITHIN THE CAMPAIGN ORGANIZATION TO REMEDY OUR SITUATION, WE DECIDED IT WAS IN THE BEST INTEREST OF THE CAMPAIGN TO CONTINUE TO OPERATE DESPITE OUR FRUSTRATIONS. WE ARE CONCERNED THAT WE NOT ALLOW OURSELVES TO BE EXCLUDED FROM THE TRANSITION PROGRESS, AS WE WERE DURING THE CAMPAIGN. AS CONCERNS OF THE BLACK CAMPAIGN FIELD WORKERS ARE INCREASING, WE ARE REQUESTING A MEETING WITH YOU AS SOON AS POSSIBLE

CLARENCE DAVIDSON, COMMITTEE CHAIRMAN  
609 EAST BRADLEY  
CHAMPAIGN IL 61820  
PHONE 2173527404

01:29 EST

MGMCOMP MGM

Ham --

I mailed this to you over the weekend, but decided I'd better also telecopy.

Maxie

**CARTER - MONDALE  
TRANSITION PLANNING GROUP**

*P.O. Box 2600  
Washington, D.C. 20013*

MEMORANDUM -- December 17, 1976

TO: President-elect Carter  
FROM: Stu Eizenstat  
RE: Meeting with Frank Moore and Southern Governors

At Frank Moore's request I attended a meeting on December 15, 1976 with Governors Finch (Mississippi), Pryor (Arkansas), and Blanton (Tennessee) in Washington.

This meeting was a follow-up to an earlier meeting held between these three gentlemen and Governors Borin (Oklahoma), Wallace (Alabama), and Edwards (Louisiana) which arose out of their concern that the special interests of the South would not be heard in light of the vocal public positions being taken by Northeast Governors Coalition.

Governor Finch was selected as Chairman of this informal group, which is not meant to take the place of the Southern Governors Conference.

They indicated at the meeting with Frank and myself that they wanted your Administration to be the best in history and to cooperate with you in achieving that end. They also asked for a liaison person within

your Administration with whom they could be in contact. In addition, they wanted to know as soon as possible the procedures which would be used to involve them in the decision-making process for certain positions in the Administration at the regional and state level. They stated that at the current time they had no information to relay to potential job applicants, for positions such as the HUD regional office, and needed to know what the ground rules would be as soon as possible.

They made it clear that they could not feel that they had a "claim on you" although they had worked hard on your behalf and had delivered their states to you.

They made it very clear that they did not want to polarize the country into regional economic warfare or do business through the news media for their particular demands.

They further emphasized that although the "Sun Belt" was growing faster than other parts of the country the South was still well behind in economic development in comparison with the Northeast.

They stated that the three major areas of their concern were: First, in the energy area, where they wanted to be certain that the oil producing states would have an input into whatever energy policy was evolved; second, transportation where they wanted to make certain that



- 3 of 3 -

money was not diverted from rural transportation needs to big city mass transit; and third, economic development where they wanted nothing but fair treatment for all regions and no special advantages to any one region.

I believe that Frank and I were successful in avoiding the necessity of your meeting with this group, while at the same time we did make them feel we were interested in their view point and wanted to involve them in the decision-making process on matters which directly affected them.



**CARTER - MONDALE**  
**TRANSITION PLANNING GROUP**

P.O. Box 2800  
Washington, D.C. 20013

C

MEMORANDUM - December 17, 1976 - CONFIDENTIAL

TO: President-Elect Carter  
FROM: Stu Eizenstat

I have been told by Roger Colloff of our Transition Staff that <sup>a reporter from</sup> the Wall Street Journal talked with Doug Costle who is in the energy area of our Transition Staff about the details of the meeting between yourself and Senator Jackson.

Since I understood that the substance of that meeting was to be kept secret this evidently means that either Senator Jackson himself or one of the Senator's staff members he brought along has been talking to the press.

I am told that a story regarding the meeting may appear on Monday in the Wall Street Journal.

I am meeting with Mr. Dreyfus today at 4 o'clock pursuant to your request and will forward a detailed memo to you shortly after the meeting.

I hope that my instincts are wrong but I have a feeling that Jackson and his people may be trying to force you into a position through selected leaks. My suspicions are heightened because the line that the Wall Street Journal took with Doug Costle, as reported to me, was that you had essentially agreed to Jackson's desire for a joint department in energy and natural resources.

Mrs. Carter

1/1/77

Schedule for  
President-elect Carter

Saturday, January 1, 1977 - Plains, Georgia

10:00 a.m. Hamilton Jordan

2:00-2:30 p.m. Rudy Hayes & Billy Blair  
Americus Times-Recorder

Missfield - China or Philippines

Civ. 1 Rts Div - NY - Temple Univ.

Blair - fluent in Span Due Days III

Fla - NY - Conn - Penn - Ill -

Fort Swartz - Toys -